



**DC WIC**

THE DISTRICT OF COLUMBIA  
WORKFORCE INVESTMENT COUNCIL  
PRESENTS

**THE DISTRICT'S  
STATE OF THE WORKFORCE  
REPORT OVERVIEW**

**JANUARY 2003**



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Mayor Anthony A. Williams

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# PURPOSE AND INTRODUCTION

## PURPOSE

The Washington D.C. Workforce Investment Council (“Council”) commissioned the Corporation for a Skilled Workforce to conduct a State of the Workforce study and produce a report that outlined the area’s position in terms of workforce demand, current and future workforce supply, and quality of life. The ultimate purpose of this report will be to inform the Council and its partners and stakeholders of the first step in a strategic planning and community engagement process.

## OBJECTIVES

- Identify competitive strengths and challenge areas for the District of Columbia compared to other neighboring areas and the nation;
- Build a credible foundation for strategic planning;
- Engage policy makers and stakeholders;
- Raise career awareness of youth;
- Identify considerations for employment and training providers; and
- Build upon existing research efforts by incorporating other reports and studies.

## THE PROCESS

The Corporation for a Skilled Workforce met with the Council’s Employer Involvement and Labor Market Information Committee (“Committee”) to discuss the outline of the report and agree on geographic and industrial areas of focus. A draft Power Point of the preliminary data findings was presented to the Council on September 20, 2002 and received favorable comments. An updated draft PowerPoint was shared two weeks later with a group of stakeholders including a detailed review of the preliminary data and findings.

An official release meeting will be held to present the major data findings and recommendations.

## COMPARABLE AREAS

For comparative purposes, the cities, or Metropolitan Statistical Areas (MSA) of Baltimore and Philadelphia were chosen, as was the County of Prince George’s due to its urban feel and geographic proximity, and also the D.C. MSA and the United States. These areas were selected to put the District data in perspective against similar metropolitan areas.

Additionally, to align with other initiatives that are taking place in the District, additional data is provided for Health Services, Business Services, and Information Technology.

## MAJOR STUDY COMPONENTS

The report’s four major study components are:

- Workforce Demand (including critical industries and occupations)
- Current Workforce Supply
- Future Workforce Supply
- Quality of Life

## TERMINOLOGY

The District is used to identify the specific Washington, District of Columbia area. D.C. MSA represents the greater metropolitan statistical area<sup>1</sup>.

The terms *industries* and *sectors* are used interchangeably in the report.

## ACKNOWLEDGMENTS

D.C. Department of Employment Services and its Director Gregory P. Irish, Council Chair Colleen M. Lee, Employer Involvement/LMI Committee Chair Margaret Singleton, Council Executive Director Keith D. Mitchell, and members of the Council and Committees, and attendees of the stakeholder meetings, and the Metropolitan Washington Council of Governments.

<sup>1</sup> D.C. MSA defined as Maryland counties: Calvert, Charles, Frederick, Montgomery, and Prince George,s; Virginia counties of Arlington, Clarke, Culpeper, Fairfax, Fauquier, King George, Loudon, Prince William, Spotsylvania, Stafford, and Warren; and West Virginia counties Berkeley and Jefferson.

## SUMMARY OF MAJOR FINDINGS

**1** Washington D.C. and the metropolitan Washington region present a tale of two disparate areas, with many low-income workers in the District on the inside looking out. The District itself is divided into haves and have-nots, with a segment at the very low end of workforce development, and another segment – those with skills and education – that is thriving. Washington, D.C. significantly trails the D.C. Metropolitan Statistical Area (MSA) in four of the most important basic indicators, including employment growth, population growth, unemployment rates, and income. One of the challenges of the Washington D.C. Workforce Investment Council will be to identify issues that it believes it can affect locally for strategic action, while referring issues that are more metropolitan in nature to another group with which it can partner and/or be a member.

**2** Washington, D.C. is predominantly an office economy. This includes a mixture of Services and Government, its two leading industry divisions. More specifically, it includes such sectors as business, professional and financial services. Government is also a huge employer with stable employment and education, training opportunities and career mobility. Financial services – including Holding and Other Investment Offices, Security and Commodity Brokers, and Insurance Carriers – feature mid-size employment bases with a healthy rate of employment growth and family sustaining wages. A variety of business services also drives this office economy, including information technology. While there are entry-level positions available in these industries, the need for literacy is essential in most related occupations.

**3** The D.C. metropolitan area is one of the nation's leading “new economy” locales, ranking sixth of 50 metro areas in the New Economy Index<sup>2</sup>. Included in these scores are first place rankings in workforce education; managerial, professional and technical jobs as a percent of all occupations; and high technology jobs as a percent of all occupations. With technology corridors in Northern Virginia and Maryland's I-270 in Montgomery County, along with major research agencies such as National Institutes of Health, the region is likely to maintain a competitive edge in the new economy for the foreseeable future.

**4** The “new economy” brings with it new skills and knowledge requirements. It will be necessary for Washington, D.C. to embrace a 21st Century Workforce Curriculum. A review of skill studies from such places as the Northwest Center for Emerging Technologies, Information Technology Skill Standards, and the U.S. Department of Labor identifies numerous needs for a 21st Century workforce curriculum. These needs include: project management, task management, problem solving, communication skills, team contribution and leadership, self-directed and continuous learning, sales and marketing, customer and personal service, economics, and accounting. Incorporating these skills and knowledge requirements into the school curriculum will be a major challenge.

**5** Health Care is expected to emerge as one of the leading industries in the metropolitan area, with over 4,500 jobs projected to be created each year between 1996 and 2006 among hospitals (over 2,000 jobs per year), doctors offices (over 1,000 jobs per year), residential care (over 700 jobs per year) and nursing and personal care facilities (over 700 jobs per year). Healthcare occupations (both practitioners and support) account for 7 percent of all wages earned in the metropolitan area. A top occupation in the area in particular is Registered Nurse. The D.C. Workforce Investment Council is currently engaged in a study of the health care sector including focus groups of low-income workers. Efforts should continue in this area. This industry has proven to be one of the most fertile for developing career ladders for those initially with limited skills. However, there remains a clear separation between support and professional jobs that must be addressed as a major training and development issue.

**6** The D.C. metro region includes job opportunities for all education and training levels. Most of the top jobs ranked by demand require short to long-term on-the-job training rather than formal education. These include retail salespersons, cashiers, and janitors. Occupations such as registered nurses require an associate's degree, and computer programmers and computer systems analysts require a bachelor's degree. Others, such as management analysts and general operations managers, require a degree or a degree plus experience. In short, over 25 percent of all the region's occupations require a bachelor's degree or above, while over 33 percent require only short-term-on-the-job training. This broad spectrum, from entry-level to advanced management, provides ample opportunity to cover the entirety of the workforce in policy discussions. Creating pathways from low skilled, low paying jobs to self-sustaining jobs is a critical challenge.

**7** The D.C. metro area fares favorably in several labor supply indicators, including educational alignment of the MSA, entry-level workforce of the District itself, and the “singles life” of the District. It is an area advantaged by strong educational alignment, as nearly the same rate of population (age 25 and over) has a bachelor's degree (42 percent), as the rate of jobs that require a bachelor's degree or higher (48 percent). This rate is much better than in the Baltimore or Philadelphia regions. Washington, D.C. itself has other natural advantages in the supply and demand relationship. While in general there are more older workers (age 55-64) leaving the workforce than there are young workers (age 15-24) entering the workforce, D.C. nevertheless has the highest rate of young workers among the areas reviewed. This may help D.C. considering that the nation may face a shortage of entry-level workers in the near future due to the “baby bust” trends of the last two decades, provided the youth population in the District is prepared to enter even these entry-level jobs. Additionally, D.C. has significantly higher rates of the “singles life” – households

<sup>2</sup> Metropolitan New Economy Index, Progressive Policy Institute and Center for Regional Economic Issues, April 2001.



led by single male or females living alone – than do other areas. This is likely due the occupational mix and the strong sectors of professional and financial services.

**8 Despite some good supply indicators, D.C. remains an area with too many people being left behind.** The plight of young black males in urban cities has reached such an extent that a young black male now has a higher chance of finding employment in the south than in the older industrial cities and non-southern major metro markets. Poverty rates in the District are high. Over one in ten households is led by a female living below the poverty line, with no husband and with children less than 18. Further barriers include: inequality in educational attainment among race and origin, poor adult literacy scores, high English literacy challenges due to the diversity of the area, and a large number of at-risk youth. D.C. remains an area where attention must be focused on the plight of low-income individuals.

**9 There are mixed signs among key education and training indicators. While graduation rates and proficiency scores in reading and math remain below national averages, there is good news – the rate of students testing below basic on proficiency exams has been steadily decreasing, and D.C. has stricter requirements for new teachers than most of the nation.** Yet with this apparent positive trend comes ominous warning signs. In a 1999 survey of D.C. public school stakeholders, only 33 percent of principals felt that students arrive with the learning skills they will need, only 43 percent of principals felt that parents were adequately involved at home in supporting their children's efforts to achieve in school, and only 38 percent of teachers agreed the district's budget reflects that it is committed to high student achievement.

**10 Employer training trends in D.C. do not fare comparably to U.S. companies.** District employers train lower rates of eligible employees than national employers, but make greater use of learning technologies (including computer-based training and distance learning). However, D.C. employers are paying less to outside training organizations than they have done in the recent past. Further exploration of employer trends should come from other initiatives in which the D.C. Workforce Investment Council is involved, including the employer survey being led by Geographic Solutions, Inc.

**11 Transportation remains a major challenge for the area.** While 72 percent of D.C. residents work in the District, only 18 percent of all MSA residents also work in the same “place” as their residence (e.g. Montgomery County residents also working in Montgomery County, etc.) This indicates that there is a tremendous amount of movement from the suburbs into the District and perhaps between suburbs as well. But only 28 percent of D.C. residents come out to the suburbs to work.

**12 Lack of affordable housing costs the region nearly \$9 billion dollars a year in lost income and reduced consumer spending;** large portions of the people who work in the D.C. metro area live elsewhere and thus spend their income elsewhere (Washington Area Housing Partnership). Furthermore, the income to housing value ratio is quite high in the District, where nearly a quarter of the D.C. population pays more than 30 percent of their monthly income on housing costs. According to the Metropolitan Washington Council of Governments, critically important occupations do not earn wages sufficient enough to pay the regional average monthly rent of \$907. These include elementary school teachers, fire fighters, law enforcement officers, accounting clerks, retail sales associates, and child care workers.

**13 Low scores on additional quality of life indicators hamper the District's efforts to increase the economic well being of all.** For example, D.C. has a higher teen birth rate and higher infant mortality rate than the MSA, and a crime rate well above the national average (although less than in Baltimore and Philadelphia). Combined with housing and transportation challenges, there is a need for better location coordination between jobs and people.

**14 Low literacy levels keep many D.C. residents out of contention for decent paying jobs, and exclude them from participation in training programs that can lead to better paying jobs.** Literacy levels in the District are substantially lower than those in the nation overall. In our comparative study only Baltimore fared worse on this indicator. As we look at the make-up of jobs within the MSA that pay self-sustaining wages, it is obvious that they require substantial basic skills in order to be trained for them. There is a huge disconnect between the abundant low skill, low paying jobs that are open to those with limited basic skills and the good paying jobs in the area that can support a family and provide a decent standard of living in such a high cost area.

WORKFORCE DEMAND

OVER 3,000 NEW JOBS IN HOSPITALS AND DOCTORS’ OFFICES ARE CREATED EACH YEAR

How are we doing?

In looking at the detailed industry projections for Washington D.C., various service industries clearly are the fastest growing. The large and growing restaurant industry serves the large number of office workers and tourists who are in the area. Several of the fastest growth industries are in healthcare. While Health Services doesn’t show up in historical growth (previous page) it does show up in this table of projected growth, including hospitals (2,000 plus jobs per year) and offices and clinics of medical doctors (1,000 plus jobs per year). In addition, residential care (722/year) and nursing and personal care facilities (659/year) account for an additional 1,350 plus jobs per year.

INDUSTRY		ESTIMATED ANNUAL GROWTH
1	EATING AND DRINKING PLACES	2,616
2	HOSPITALS	2,058
3	COMPUTER AND DATA PROCESSING SERVICES	1,741
4	MANAGEMENT & PUBLIC RELATIONS	1,129
5	LEGAL SERVICES	1,117
6	ELEMENTARY AND SECONDARY SCHOOLS	1,039
7	OFFICES & CLINICS OF MEDICAL DOCTORS	1,018
8	CHILD DAY CARE SERVICES	870
9	RESEARCH AND TESTING SERVICES	852
10	SERVICES TO BUILDINGS	742
11	HOTELS AND MOTELS	736
12	RESIDENTIAL CARE	722
13	PERSONNEL SUPPLY SERVICES	721
14	MISCELLANEOUS BUSINESS SERVICES	716
15	ENGINEERING AND ARCHITECTURAL SERVICES	701
16	NURSING AND PERSONAL CARE FACILITIES	659
17	COLLEGES AND UNIVERSITIES	612
18	INDIVIDUAL AND FAMILY SERVICES	572
19	PROFESSIONAL AND COMMERCIAL EQUIPMENT (TRADE)	499
20	GROCERY STORES	487

1996 – 2006 D.C. PMSA

Why is this important?

While the previous page focuses on historical growth, this table focuses on projected growth. It is important to know where economists believe the job growth to be. The fastest growing industries represent areas of high worker demand. This is where the need for future workers will be. Economic development and job training programs can use this information to target high growth industries. In this category, Health Services is clearly an industry that bears close watching and proactive policy.

HEALTH CARE – CAN WE FIND ENOUGH WORKERS?

How are we doing?

The nation has been facing a critical shortage of skilled nurses. Despite the relatively high pay, the work is difficult and requires several years of training. As the population ages, the demand for health care workers will exceed the supply. The sector represents an enormous opportunity for education and training professionals to prepare individuals for a career. The challenge in the Washington area is that many health care support occupations do not pay an adequate wage to meet the high cost of living, and there is a huge chasm between the education and training requirements of professional and support workers, making career ladders very challenging and somewhat unobtainable.

OCCUPATION	EMPLOYMENT	ANNUAL WAGE
PROFESSIONALS:		
Registered Nurse	35,300	\$51,040
Licensed Practical Nurses	9,770	\$34,060
Family and General Practitioners	7,160	\$97,660
Pharmacy Technicians	3,330	\$20,740
Medical and Clinical Laboratory Technologists	3,310	\$43,310
SUPPORT:		
Nursing Aides, Orderlies, and Attendants	16,880	\$21,180
Medical Assistants	5,000	\$27,740
Dental Assistants	4,650	\$29,880
Veterinary Assistants and Animal Caretakers	1,640	\$20,040
Medical Transcriptionists	1,060	\$30,800

Why is this important?

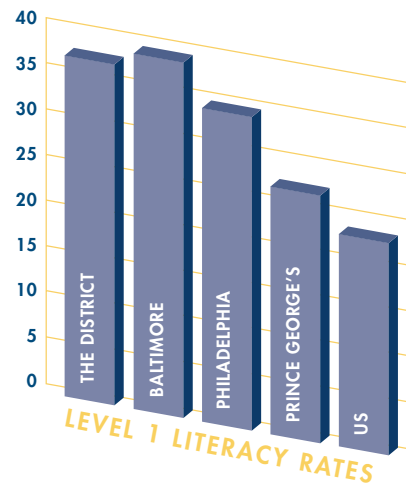
Understanding the demand for health care is important considering the divide between professionals and support workers. While support jobs provide ample entry-level opportunities, career advancement is limited without proper education and training. However, there are many models from which to learn, including Maryland’s STEP program (Skills-Based Training for Employment Promotion. For more information visit [www.mdworkforce.com](http://www.mdworkforce.com)).

## LITERACY RATES INDICATE PROBLEMS

### How are we doing?

The National Adult Literacy Survey provides an outstanding measure of an area's basic and advanced literacy on 5 different levels ranging from 1 (worst) to 5 (best). These data combine 1992 literacy data with 1997 synthetic estimates for

Source:  
National Adult  
Literacy Survey,  
Dr. Stephen  
Reder/Portland  
State University



local areas using the 1992 data and 1990 U.S. Census data. The data will be updated in 2002. Level 1 literacy indicates an inability to sign one's name, identify a country in a short article, locate the expiration date on a driver's license, or total a bank deposit entry.

All of the areas in this study had level 1 literacy rates higher than the U.S. average; Baltimore City had the highest rates followed by The District. These areas had rates over 10 points higher than the U.S.

### Why is this Important?

Employers lament that they need someone

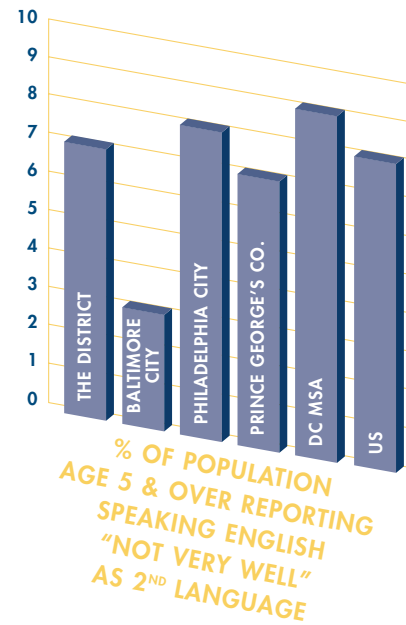
with basic skills that they can train. Literacy is the most basic of skills and remains fundamental to workplace and societal success.

## CULTURAL DIVERSITY IN D.C. METRO REGION BRINGS ENGLISH LITERACY CHALLENGES

### How are we doing?

It has been reported that about 1 out of 10 D.C. MSA residents have poor English speaking skills. The D.C. MSA had the highest rates while the other areas in the study had comparable or better rates than the U.S. average.

Source:  
US Census



### Why is this important?

While cultural and ethnic diversity increases an area's vitality, it often brings with it the challenges of English literacy. The need to speak English remains a critical job skill and is particularly vital in this area because of the hospitality and services segments of the economy. Understanding differences, teamwork, and communication are all workplace skills that are hampered by poor English literacy.

## OVER 2,000 AT-RISK "OLDER YOUTH" IN THE DISTRICT

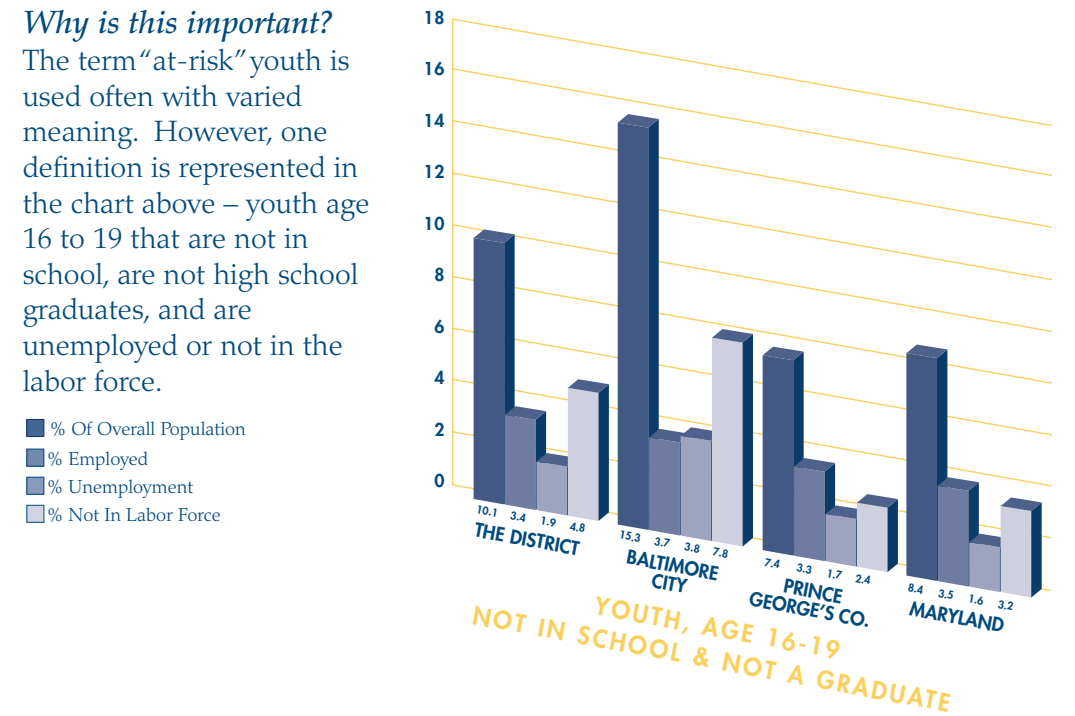
### How are we doing?

10.1% (3,265 people) of the District population age 16 to 19 are not in school and are not high school graduates. 4.8% (1,554) of this age cohort are not engaged in the labor force, and an additional 1.9% (621) are unemployed.

### Why is this important?

The term "at-risk" youth is used often with varied meaning. However, one definition is represented in the chart above – youth age 16 to 19 that are not in school, are not high school graduates, and are unemployed or not in the labor force.

Source:  
US Census



## QUALITY OF LIFE

### LACK OF AFFORDABLE HOUSING COSTS THE REGION NEARLY \$9 BILLION ANNUALLY IN LOST INCOME AND REDUCED CONSUMER SPENDING<sup>3</sup>

#### *How are we doing?*

According to a study sponsored by the Washington Area Housing Partnership earlier this year, the lack of affordable housing costs the region nearly \$9 billion annually in lost income and reduced consumer spending, as people who work in D.C. live in distant communities and spend their income elsewhere.

To address this challenge, the Washington Area Housing Partnership has put forward a proposal for a Regional Housing Trust Fund. They are partnering with the Metropolitan Washington Council of Governments (COG) to make the fund a reality. The fund would start out with a capitalization goal of \$5 million for the first year, and \$10 million in its second and third year, and increasing to \$15 million in years four and five.

#### **Goals for a Regional Housing Fund**

- Increase the region's supply of affordable homes by securing additional sources of funding for projects.
- Give priority to projects that increase affordable housing near jobs and transportation centers.
- Provide an opportunity for the private sector to supplement public affordable housing resources.
- Increase the visibility of the affordable housing issue by engaging corporate champions and educate the region about housing needs.

#### *Why is this important?*

Lack of affordable housing limits the ability to recruit and retain employers and employees, and it costs the metro area billions of dollars in lost income and reduced consumer spending. The D.C. Workforce Investment Council must seek to fully understand the impact of the affordable housing issue and should seek to open a dialogue with the Council of Governments and other stakeholders, review the "housing agenda" of the area, and consider active endorsement and support of the agenda.

<sup>3</sup> Reproduced from Finding a Way Home: Building Communities with Affordable Housing, Metropolitan Washington Council of Governments (COG) and the Housing Partnership, pages 10 and 11

## CONCLUSION

### RECOMMENDATIONS FOR MOVING TOWARDS ACTION

The State of the Workforce Report raises many issues that require action. There is a need to take the findings and cast recommendations within critical workforce themes that cut across the District as a whole. In order to bring some order to what might be done in follow-up, the D.C.WIC has organized the potential next steps around four key themes:

- Employer Related Recommendations
- Youth Related Recommendations
- Adults Worker Related Recommendations
- Infrastructure/Communication/Collaboration Issues

There is no significance to the number of recommendations under each category. For example, while the Youth Recommendations only include two items, they are huge endeavors that will require long-term efforts involving many resources.

It should also be noted that in many cases, initiatives are already underway to address some parts of specific recommendations. The logical next steps, in these cases, are to build on the existing efforts and to expand them to encompass the broader issues covered in the recommendations. For example the WIC recently sponsored a healthcare sectoral initiative that can form the framework for additional sectoral analyses involving other industry clusters. To the extent such efforts fit under the recommendations, they are so noted.

#### *Employer Related Recommendations*

- **Actively build and maintain relationships with employers throughout the region as the Council seeks to develop strategic priorities and actions.** Employers will need to play a critical role in the various recommendations outlined below including sector-based strategies and connecting youth to the labor market. Furthermore, the Council's Employer Involvement and Labor Market Information Committee will need to survey and engage a critical mass of employers at different times for different purposes. The Committee should seek to develop an ongoing means to inform the Council and employers of various information, including this report, employer surveys, and employee focus groups. The D.C. area is one of the most studied in the nation. Those efforts can serve to provide rich information once properly "distilled" and disseminated. The WIC's Employer Relations and Labor Market Committee has moved in this direction already and is poised to continue its efforts to connect with employers more substantively through surveys and information opportunities.
- **Consider "sector-based strategies" that allow the Council and its stakeholders to focus on industry targets that are emerging or currently provide competitive advantages.** This approach would help the Council maximize resources and impact change in a more concentrated fashion. The



Council should mesh their sectoral initiatives with the educational career clusters being used in the school system. The healthcare sectoral study completed for the WIC can serve as a model for other industries in assessing employer needs and potential for growth in career ladder jobs.

- **Develop, review, and/or validate skill standards for a number of key sectors.** Using nationally developed skill standards, facilitators can lead validation sessions of employers that customize the information for the D.C. area and better serve to inform education and training providers. This approach may be particularly applicable to the health care industry where labor shortages are a major concern.

#### *Youth Related Recommendations*

- **Commission a comprehensive analysis of workforce preparation in the D.C. public school system.** While this report looks at a few key education indicators from the “50,000 foot level”, a more comprehensive study could incorporate spatial analysis of key demographics (income, race, labor force participation, etc.) This study could be done with key education indicators so that policy makers can concentrate resources on helping less performing schools achieve excellence. There are already strides being made in examining the D.C. school systems. The WIC sees its role as supporting the ongoing efforts and using the information it produces to help the school development efforts connect to the workforce issues of the District. Closer interaction between the schools and the WIC is a good place to start.
- **Begin connecting youth, particularly at-risk youth, to the labor market through a variety of programs and initiatives.** The Maryland Business Roundtable has a number of initiatives including Achievement Counts, a program where employers agree to ask for high school transcripts when hiring, a Speaker’s Bureau where young workers visit 9th grade classrooms to talk about the “real world of work and costs of living”, and other similar programs that could easily be adapted in the District. This is a possible model to explore, adapting it to the District’s needs and circumstances. There are several programs for at-risk youth active in the District. Refining them to meet the needs identified by employers and the data analysis from the State of the Workforce Report are good first steps. The WIC’s Youth Council will be the driver for these activities.

#### *Adult Worker Related Recommendations*

- **Create a literacy strategy for the District that addresses the low basic skill levels of a large segment of the population who are not able to compete for jobs within the area.** Many District residents lack the requisite basic skills to be considered for training opportunities that could move them into better paying jobs. Until this critical first step issue is addressed, the “have not” group will have no ability to move beyond where they are today. Training programs must be examined to link them with basic skill development, so that there is a

close connection between the requirements of the better paying jobs available, and the skills of the population in search of them.

- **Re-open the dialogue with the federal government to maximize a competitive advantage of the region allowing an even greater number of District residents to participate in federal employment.** Government jobs are stable jobs and provide ample entry-level opportunities and potential career mobility. The Mayor and WIC leadership should seek to meet with leaders of the Office of Management and Budget and other federal hiring agencies to formalize partnerships that allow current District government employees or other job seekers a path into federal government opportunities. Furthermore, the federal government should be treated as a major employer at the table, not just a policy maker, and they should be encouraged to participate in workforce initiatives such as job shadowing and mentoring. This effort was underway to a limited degree in the Clinton Administration. It needs to be re-invigorated and strengthened so that D.C. residents with limited skills have opportunities to improve those skills and qualify for government jobs. This will take the combined effort of the District and the federal government working together to determine areas where jobs will be available, and identifying the skills needed for those jobs.
- **Consider adopting incentives to support skills enhancements among low-income workers.** A model like the State of Maryland’s “Skills-based Training for Employment Promotion Program” (STEP), a five-year competitive grant program designed to increase the skills of low-income working parents so that they can move into better paying positions in high-demand areas, may be appropriate to review. There are two parts to this program. First, local workforce areas partner with businesses to train existing employees so they can move from low-wage jobs into better paying, career track jobs with benefits. This takes place in career fields with critical skill shortage areas such as health care or technology. Second, Local Workforce Areas work directly with individuals to determine their career goals. Then, they enroll the individuals in training programs and provide them with support services so that they can reach those goals. While this is just one example of a promising practice, it speaks to the need to engage neighboring local and state workforce boards as the WIC moves forward. Furthermore, it begins to address one of the core underlying challenges in the District, namely the extent to which too many are being left behind.

#### *Information/Communication/Collaboration Issues*

- **Engage other neighboring local area workforce boards in strategic planning and action.** There are 18 counties, 3 states, and multiple large cities in the D.C. MSA, many if not all of which have their own workforce boards. As we’ve seen from the data in this report, many of these issues – housing, transportation, and industry mix being chief among them – cross artificial boundaries and have impact across the entire region. D.C. may wish to follow

models used in other urban areas, such as in Chicago and Pittsburgh, to engage surrounding boards in full partnership, workforce summits, sector-based strategies, or other types of activities. Initial efforts to launch such an initiative in the D.C. area have been discussed with the Metropolitan Washington Council of Governments.

- **Conduct “Resource Mapping” that identifies the types of government funding flowing into the district, and the amounts and outcomes of that funding.** From there, additional resource mapping efforts can focus on private and non-profit education, training, and social service providers. Ultimately, the Council should seek to develop or partner in the development of interactive systems that provide users the ability to query resources and even map routes to and from various resource providers. The WIC has a plan to develop a resource map of workforce investment funding for the District.
- **Understand and consider endorsing and/or actively supporting the “housing agenda” of the Washington Area Housing Partnership and partners such as the Metropolitan Washington Council of Governments (COG).** Housing remains a critically important quality of life issue. Understanding the efforts being undertaken in the District and the region can lead the Council to honest discussion about whether they should endorse various efforts, and even to actively support and drive particular facets of any “housing agenda.” A similar approach should be undertaken regarding transportation, health, and crime initiatives as the District seeks to improve its quality of life so that it can best recruit and retain employers and employees.

CSW Logo